

Action Plan

Overview

This chapter describes the actions needed to implement the Plan's neighborhood improvement recommendations. Time frames, responsible City departments, costs and likely funding sources are identified. Individual "Action Items" are listed according to their priority, as determined by the community and the Neighborhood Advisory Committee. Each Action Item includes a series of specific "Action Steps" that are intended to guide City efforts and serve as a yardstick for assessing progress. An "Action Plan Matrix" summarizes time frames, departmental responsibilities, costs and funding.

Action Items "Top Ten"

The "Top 10" Action Items, listed on the following pages, are ranked in their order of importance to the neighborhood for implementation purposes. They reflect the NAC's weighing of current neighborhood issues, long-term neighborhood vision, and likely cost. Some of the Action Items are capital improvements, such as the development of neighborhood open space. Others are policy or program-oriented, such as revitalization of the neighborhood commercial area.

The "Top 10" balance need, feasibility, and impact. However, there are a total of 21 Action Items in all, and the community and the NAC consider all to be important. It may happen that Action Items outside the Top 10 become more feasible than anticipated at the time the Neighborhood Plan was prepared; e.g., new funding sources or programs might arise. Or, as implementation efforts proceed, one or more items in the Top 10 could take significantly longer to implement than anticipated, or could be pursued in a different way than envisioned by the Neighborhood Plan. In such cases, Action Items outside the Top 10 should be re-evaluated for implementation and either reprioritized or pursued by the community. The City of San Jose will focus its implementation efforts only on the Top 10 at any point in time. Of course the community may elect to pursue any Action Item at any time using its own resources and any other resources available to it, such as grants, private investment, "sweat equity," regular City programs, etc. Other Action Items may become reality through the decisions and activities of others. The Top 10 Action Items for Spartan Keyes are as follows:

1. Develop Public Open Space at the Story Road Landfill
2. Prepare and Implement a Neighborhood Traffic Calming Plan
3. Improve the Keyes Street Streetscape
4. Revitalize and Attract Neighborhood Friendly Businesses Along Keyes Street
5. Develop a Neighborhood Park in the East Gardner Area
6. Develop Arts-Oriented Uses in the East Gardner Area
7. Study and Mitigate Neighborhood Noise Levels
8. Improve Access to Elementary Schools
9. Explore Opportunities for a Neighborhood Elementary School
10. Improve Martha Street as a Pedestrian/Bicycle Corridor

Each Action Item has been assigned a time frame(s), which is an estimate of the period required to implement the action described in the plan. These may need modification once budgets and funding sources have been reviewed. A description of the time frames is provided below.

0-18 months: Immediate; issue should be addressed quickly or is in process

0-3 years: Short Term; issue should be addressed and completed within the next three years

4-6 years: Medium Term; issue should be addressed and completed in 4-6 years

7-10 years: Long Term; issue should be addressed and completed in 7-10 years

On-going: issue requires ongoing implementation.

Implementation and Oversight

A key element of implementing the Neighborhood Plan is the continued role of the *Spartan Keyes Neighborhood Advisory Committee (NAC)*, consisting of representatives of the *Spartan Keyes Neighborhood Association* as well as additional interested residents and business owners. While it is hoped that active Planning-phase NAC members remain on the Implementation Phase NAC, membership may be changed or replenished. Similarly, the name and nature of the group can be changed at its discretion; for example, some existing groups call themselves Coalitions and some are becoming non-profits.

The Implementation Phase *NAC*, or *Coalition*, will be the main contact point between various City departments pursuing various Action Steps and the neighborhoods. Unlike the present NAC, it will be an independent body with responsibility for its own administration. It will make implementation-related decisions and monitor progress on a regular basis, and serve as a forum for neighborhood input and outreach.

The new *NAC/Coalition* will determine the makeup of the various subcommittees that may be needed, such as a Neighborhood Traffic Subcommittee to work with the Department of Transportation on traffic calming recommendations. It will also periodically re-evaluate the Neighborhood Plan's priorities, given changes in community concerns, funding circumstances, or other factors that could support re-ordering of Action Items. Finally, the *NAC/Coalition* will gauge the effectiveness of implementation efforts by City staff and others, and communicate concerns and/or support to departmental and/or City Council staff.

1. Develop Public Open Space at the Story Road Landfill

Issue:

There are no City parks or public open spaces within the Spartan Keyes neighborhood. Throughout the planning process a major objective has been to designate and develop sites for neighborhood-oriented passive and active recreation. The Story Road Landfill has been identified as a likely site for open space due to its size and proximity to the neighborhood. The landfill site is already designated for Public Park and Open Space use in the City's General Plan. Park use of the landfill site should include the segment of the Coyote Creek trail between Kelley Park and Interstate 280. The Coyote Creek trail is an important community-wide amenity that is enthusiastically supported by all of the neighborhoods along the creek.

Action Steps:

- a. *Assemble Required Technical Information* – Research and collect technical and environmental information that relates to how the landfill sites may be used, e.g. location(s) of existing mitigation areas; flood plain and riparian restrictions; the composition and character of the landfill materials; etc.
- b. *Decision Required on Use of the Story Road Landfill for Open Space* – The City of San Jose should decide whether the Story Road Landfill should be made available for the development of park space.
- c. *Prepare Park Master Plans* – The Department of Parks, Recreation and Neighborhood Services (PRNS) should coordinate preparation of a park master plan for the Story Road site, including the Coyote Creek Trail. Neighborhood Plan programming recommendations should be incorporated in the initial design concepts. Emphasis should be placed on providing a broad range of opportunities for park users including both active and passive recreation. Programming efforts should be coordinated with other proposed parks within the Spartan Keyes neighborhood, and City-wide projects such as the "Rails to Trails" program.
- d. *Obtain Easements through the San Jose Water Company Site* – Easements through the San Jose Water Company site at Martha/12th Streets should be obtained to allow for direct pedestrian access to the park from the Spartan Keyes neighborhood.
- e. *Prepare Coyote Creek Trail Master Plan* – Coordinate the Coyote Creek Trail Master Plan with the park Master Plan. The trail plans should be designed to complement plans for trail segments to the north and south of Spartan Keyes. This Action Step should be pursued independently if development of a neighborhood park is not feasible. (See Action Item #22)
- f. *Prepare Construction Drawings* – PRNS should coordinate the preparation of construction drawings based upon the final park master plan concept developed in Action Steps d and e.

- g. *Secure Funding for Park and Trail Construction* - PRNS should secure funding for the development of the final master plan concept as determined in Action Steps d and e. If funds are not sufficient to develop the park and trail as a single project, phasing of construction should be considered.
- h. *Bid and Contract the Project* – Prepare bid documents, put the project out to bid, and secure contractor.
- i. *Construct the Park and Trail Improvements.*

Lead Departments/Organizations:

Department of Parks, Recreation, and Neighborhood Services (a-e,g)
Department of Public Works (f,h,i)

Timeframe:

Short/Medium Term: 0-6 years

Cost Estimates:

Engineering/Design: \$300,000

Capital improvement costs to be determined

2. Prepare and Implement a Neighborhood Traffic Calming Plan

Issue:

Spartan Keyes residents feel that high traffic volumes and perceived speeding on residential streets are significant challenges within the area. The proximity of the neighborhood to Interstate 280, Highway 101, San Jose State University, and Spartan Stadium results in significant amounts of non-local through traffic. Residents would like to reduce the impact of vehicles and improve conditions for pedestrians and bicyclists.

Action Steps:

- a. *Evaluate Neighborhood Traffic Patterns* –The Department of Transportation (DOT) should evaluate current neighborhood traffic patterns with regard to volume, speed and circulation. Recent traffic studies conducted in the East Gardner Area should be expanded to include the entire Spartan Keyes neighborhood. The City should use data related to anticipated development within East Gardner to evaluate long-term traffic patterns.
- b. *Prepare Neighborhood Traffic Calming Studies* – Following Action Step a, DOT should work with the community to evaluate the feasibility of installing traffic calming measures within the Spartan Keyes neighborhood. Streets that experience large amounts of through traffic, such as 7th, 10th and 11th, should be given particular attention with regard to vehicular speed and volume. Evaluation of prominent east-west corridors such as Martha and Keyes Streets should focus on reducing the conflict between vehicle and pedestrian routes. The City should review development projects within the East Gardner Area as they are presented to ensure continuity with the neighborhood traffic plan.
- c. *Install Traffic Calming Measures* – Traffic calming mitigations should be installed where appropriate as determined by the traffic calming studies. These measures should discourage speeding and enhance the safety of pedestrians and bicyclists.

Lead Departments/Organizations:

Department of Transportation (a,b)

Department of Public Works (c)

Timeframe:

Short Term: 0-3 years

Cost Estimates:

Staffing, Outreach & Capital Improvements: \$2,000,000

3. Improve the Keyes Street Streetscape

Issue:

Keyes Street is the central spine of the Spartan Keyes neighborhood, connecting the area with public facilities and nearby commercial centers. It also contributes significantly to perceptions of neighborhood quality and character. Unfortunately, the current condition of Keyes Street does not reflect the character of surrounding residential areas nor does it offer any appeal to the “neighborhood business district” type of business so desired by the community. Proposed streetscape improvements focus on encouraging a vibrant neighborhood-oriented business district, enhancing the enjoyment and comfort of pedestrians, connecting residents on both side of Keyes, and adding to the aesthetic value of the neighborhood.

Action Steps:

- a. *Prepare a Streetscape Improvement Plan* – The Department of Transportation (DOT) and the Department of Public Works (DPW) should prepare design and construction plans for sidewalk construction and/or repairs, and installation of street trees, pedestrian-oriented lighting, decorative banners, and a center median (pending completion of Action Step f). Streetscape improvements should be designed with community input and should enhance the pedestrian environment and overall image of the corridor and encourage neighborhood-oriented commercial businesses along the frontage.
- b. *Evaluate Pedestrian Crossings* – DOT should consider enhanced pedestrian crossings at Keyes/3rd, Keyes/7th, Keyes/10th, and Keyes/11th to encourage activity and improve convenience. These locations are already controlled by traffic signals, however further pedestrian enhancements should be considered by the community and city.
- c. *Install Enhanced Crossings* - Per Action Step b, DPW should design and install enhanced crosswalks for all appropriate intersections. Construction should be coordinated with other streetscape improvements where possible.
- d. *Install Frontage Street Trees* – Per Action Step a, SJRA should coordinate installation of approved shade trees along Keyes Street.
- e. *Install Frontage Lighting* - Per Action Step a, SJRA should coordinate installation of pedestrian-scale street lights and banners along Keyes Street. Street lights should be fully shielded so that light sources other than low-pressure sodium (LPS) may be installed.
- f. *Study the Feasibility of a Center Median* - DOT should study the feasibility of the installation of a center median along Keyes Street from 3rd Street to Senter Street. The median should be able to accommodate plantings such as ornamental trees and low growing shrubs and/or groundcover. Median width should maintain four lanes of traffic and curbside parking. A choice will need to be made between medians and bicycle-only lanes, as there is not sufficient width for both.

- g. *Construct a Center Median* - If deemed feasible, SJRA and DPW should design and install a center median.
- h. *Establish Bike Lanes* - DOT should establish and maintain bike lanes along Keyes Street. Bike lane striping should be repainted after all utility and street repair work to ensure the safety and comfort of bicyclists. If a center median is constructed, Class II.5 - shared bicycle/auto lanes - should be considered.

Lead Departments/Organizations:

San Jose Redevelopment Agency (a-h)

Department of Transportation (a,b,f,h)

Department of Public Works (a,c,g)

Timeframe:

Short/Medium Term: 0-6 years

Cost Estimates:

Engineering/Design, Capital Improvements: \$1,500,000

4. Revitalize and Attract Neighborhood-Friendly Businesses Along Keyes Street

Issue:

Residents have expressed a strong desire to establish a neighborhood-oriented commercial district along Keyes Street. The current mix of commercial, light industrial, and auto service businesses does not mesh with the long-term vision for the area. Introduction of community-serving, pedestrian-oriented businesses would help to enliven the community, create a distinct neighborhood identity, reduce the need for auto trips outside the neighborhood, and add to property values. Efforts should be made to encourage the relocation of light industrial uses and auto-related businesses to provide space for the development of the neighborhood-oriented uses desired by the community.

Action Steps:

- a. *General Plan Amendments* - The Department of Planning, Building and Code Enforcement (PBCE) should consider amending the *General Plan* to designate the length of Keyes Street from 1st Street to Senter Road as neighborhood commercial with “storefront commercial” design guidelines. Where frontage properties are extremely shallow, the commercial designation should be extended to properties immediately behind them for consolidation to accommodate appropriate new commercial development fronting on Keyes Street.
- b. *Rezone Selected Properties* – The Planning Department should consider supporting those rezoning applications of properties adjacent to the Keyes Street frontage from residential to commercial when the purpose is lot consolidation for a commercial project with frontage only on Keyes Street. These zoning changes should reflect the desire of the community to encourage neighborhood-oriented businesses along Keyes Street by expanding the depth of commercial-zoned area frontage properties to create opportunities for new development. New development should be designed with careful attention to the interface between new commercial and existing residential uses.
- c. *Make Property and Façade Improvements* – The San Jose Redevelopment Agency (SJRA) should provide assistance with property improvements for existing local businesses or new businesses that are neighborhood-oriented. Focus should be placed on creating a pleasing pedestrian streetscape with façade improvements, cleanup of rear lots and service ways, site amenities including parking and landscaping improvements, and exterior lighting. Improvements should be consistent with the character of the surrounding residential neighborhoods. (See action item #17)
- d. *Help Strengthen and Retain Appropriate Existing Businesses* – The Office of Economic Development (OED) and the San Jose Redevelopment Agency (SJRA) should work with existing business owners to establish business plans that will target an appropriate customer base and help ensure success in the neighborhood.

- e. *Recruit New Businesses* - The OED should develop an outreach strategy for recruiting new businesses that will contribute to the creation of a neighborhood-shopping district.

Lead Departments/Organizations:

Department of Planning, Building and Code Enforcement (a,b)
San Jose Redevelopment Agency (c,d)
Office of Economic Development (d,e)

Timeframe:

Short/Medium Term: 0-6 years

Cost Estimates:

Capital Improvements: \$800,000

5. Develop a Neighborhood Park in the East Gardner Area

Issue:

There are no City parks or public open spaces within the Spartan Keyes neighborhood. During the East Gardener Specific Plan process, a site was identified as a proposed park site. Development of open space in this location and reuse of the historic buildings for a community center, education, and recreation purposes, would create a variety of recreation and social opportunities for existing and future residents.

Action Steps:

- a. *Acquire Land and Related Buildings for Park Development* - The Department of Parks, Recreation and Neighborhood Services (PRNS) should acquire the land between 3rd Street, Martha Street, the Bestor Street "extension," and 5th Street for development of a neighborhood park. The portion of the site with existing structures such as the American Can Company building should be acquired intact and integrated into the park as a multi-use neighborhood recreation and cultural center. The remaining area should be developed for outdoor recreational use.
- b. *Prepare Park Plans* – PRNS should coordinate the preparation of a park master plan for the East Gardner Park site. Programming recommendations made during the East Gardner Specific Plan process should be incorporated in the design. Emphasis should be placed on establishing a community center with a wide range of opportunities for informal recreation as well as formal and informal gatherings and educational activities.
- c. *Prepare Construction Drawings* – PRNS should coordinate the preparation of construction drawings based upon the final park master plan concept developed in Action Step b.
- d. *Secure Funding for Park Construction* – PRNS should secure funding for the development of the final master plan concept as determined in Action Step b.
- e. *Prepare Bid Documents and Secure a Contractor.*
- f. *Construct the Project.*

Lead Departments/Organizations:

Department of Parks, Recreation and Neighborhood Services (a-d)
Department of Public Works (c,e,f)

Timeframe:

Short/Medium Term: 0-6 years (a,b)
Long Term: 7-10 years (c-f)

Cost Estimates:

Land Acquisition: \$8,000,000
Master Plan Development: \$200,000
Capital improvements: \$3,300,000

6. Develop Arts-Oriented Uses in the East Gardner Area

Issue:

Over the years an arts community has become established in the Spartan Keyes neighborhood, including within the East Gardner area. This community should be encouraged to stay and expand within the neighborhood to enrich the arts at a local level. The development of arts-oriented uses should provide a supportive environment for artists to live and work; provide a showcase for artists, include education opportunities for San Jose State University art students, other students, and the local community; and expand the cultural influence of the arts generally.

Action Steps:

- a. *Perform a Market Feasibility Study* - The San Jose Redevelopment Agency (SJRA) and the Office of Cultural Affairs (CAE) should coordinate the development of a market feasibility study for arts-related uses in the East Gardner area. The study should identify possible arts supporting land uses such as live/work spaces, housing affordable to artists, exhibition space, community education facilities, and service retail uses. The study should make recommendations for City actions to pursue development of appropriate development.
- b. *Complete the East Gardner Specific Plan* – The Planning Department should coordinate the completion of the East Gardner Specific Plan. Recommendations for art-related uses and locations should be pursued and incorporated with new development.
- c. *Encourage Arts Related Uses* – The Department of Planning, Building, and Code Enforcement should work with potential developers to encourage the inclusion of arts related uses in new and reuse projects in the East Gardner area and along Keyes Street.
- d. *Develop Arts-Related Housing* - The Housing Department and SJRA should work to develop housing for artists and their families. The housing should include mixed income levels and a mixture of for-sale and rental units.
- e. *Consider Subsidies and Grants for Arts Related Projects* – Available City and outside subsidies and grants should be aggressively promoted for public and private arts related uses in the general East Gardner area. Local artists should be sought for these projects.
- f. *Acquire the Historic American Can Company Building for Arts Related and Community Center Purposes* – Include arts related uses, along with community center activities, as the intended purposes of acquiring the American Can Company building(s), per Top 10 Action Item #5.
- g. *Build Capacity of Neighborhood Arts Organization* - The Office of Cultural Affairs and SJRA should assist the Spartan Keyes Arts Coalition to build and strengthen its capacity for advancing the interests of artists and the arts.

Lead Departments/Organizations:

San Jose Redevelopment Agency (a,c,d,e)
Department of Planning, Building and Code Enforcement (b,c)
City Council (c,d,e,f)
Convention, Arts, and Entertainment – Office of Cultural Affairs (d,e,g)
Housing Department (d)
Department of Parks, Recreation and Neighborhood Services (f)

Timeframe:

Immediate: 0-18 months (a,b)
Short to Medium Term: 0-6 years (e,g)
Medium to Long Term: 4-10 years (f)
Ongoing: (c,d,e)

Cost Estimates:

Arts-Oriented Uses Feasibility Study - \$100,000
Capital improvement costs to be determined
Encourage Arts-Related Uses - staffing costs to be determined
Acquire American Can Buildings - appraisal required
Build Neighborhood Arts Coalition Capacity - to be determined

7. Study and Mitigate Neighborhood Noise Levels

Issue:

The Spartan Keyes neighborhood experiences elevated noise levels due to its proximity to Interstate 280, large volumes of non-local traffic, and truck traffic from nearby industrial areas. Noise mitigation measures would improve the quality of life for current and future residents. The neighborhood has already made a proposal to the City to eliminate truck traffic from 7th, 10th, and 11th Streets.

Action Steps:

- a. *Complete a Noise Analysis Along Interstate 280 and Neighborhood Truck Routes* – The Department of Transportation should contract with a noise consultant to evaluate noise levels within the Spartan Keyes SNI area addressing the effect of freeway traffic and local freeway-related traffic, particularly on streets with significant truck traffic. The noise study should conform to the FHA methodology to produce a NBSSR report that needs to be submitted to the VTA along with the request for grant funding for soundwall construction.
- b. *Map Potential Soundwall Locations* – A map should be prepared which compiles soundwall criteria to indicate areas eligible for soundwall construction. City staff should present this map and the underlying criteria to the *Neighborhood Advisory Committee* and other affected entities and individuals for review and evaluation. The desirability of constructing soundwalls in eligible locations should be assessed. Property owners affected should be identified and consulted by City staff and the *Neighborhood Coalition*.
- c. *Construct Soundwalls as Appropriate* – Per Action Step b, the Department of Public Works should coordinate the installation of soundwalls where appropriate. Once funding is secured, the City should construct the soundwalls, unless locations are on state highway systems, in which case Caltrans would construct the walls. Alternatively, the City may enter into a co-op agreement with Caltrans for the construction of walls.

Lead Departments/Organizations:

Department of Transportation (a,b)

Department of Public Works (c)

Timeframe:

Short/Medium Term: 0-6 years

Cost Estimates:

Engineering/Design and Improvements: \$60,000

8. Improve Access to Elementary Schools

Issue:

Children from Spartan Keyes attend one of two schools located outside of the neighborhood, Lowell Elementary or Washington Elementary. Although these schools are within walking distance of most of the neighborhood, children and adults must travel along busy streets, and cross freeway on- and off-ramps, and/or busy intersections during peak traffic times. In addition, neighborhood school bus stops are poorly defined and are located along busy streets. Residents have expressed concern over the safety of neighborhood children walking to and from school and waiting at bus stops.

Action Steps:

- a. *Identify Primary Pedestrian Routes to Local Schools* – The Department of Transportation (DOT) should work with residents to identify the main pedestrian routes to Lowell Elementary and Washington Elementary schools. The community should help to identify any locations along these routes which cause particular concern.
- b. *Identify Needed Improvements* – Traffic movements, signal timing, and other aspects of pedestrian circulation should be evaluated along these routes and other enhancements such as traffic calming measures and crossing guards considered.
- c. *Install Appropriate Route-to-School Pedestrian Improvements* – Based on the results of Action Step b, install appropriate pedestrian improvements. Pedestrian improvements required within the *East Gardner Specific Plan* area should be coordinated with and incorporated into improvements required by the *Specific Plan*.
- d. *Identify Improvements Needed at School Bus Stops* – DOT should work with the San Jose Unified School District to evaluate current school bus stops for function and visibility and identify any improvements needed. If feasible, bus stops should be relocated from 7th Street, 10th Street, and 12th Street to adjacent residential streets with lower volumes of vehicular traffic. Bus stop areas should be clearly marked where possible to alert drivers to the increased amount of pedestrian activity.
- e. *Install Appropriate Bus Stop Enhancements or Relocations* – Install enhancements and/or relocations identified in Action Step d.

Lead Departments/Organizations:

Department of Transportation (a,b)
San Jose Unified School District (d,e)
Department of Public Works (c,e)
Valley Transportation Authority (e)

Timeframe:

Short Term: 0-3 years

Cost Estimates:

Engineering/Design & Improvements: \$25,000

9. Explore Opportunities for a Neighborhood Elementary School

Issue:

Residents have expressed a strong desire for an elementary school within the Spartan Keyes neighborhood. Community members and parents feel that perceived safety and pedestrian access issues at bus stops make existing elementary schools located outside the neighborhood less than desirable destinations for local children. Development of higher-density infill housing will increase the demand for public schools and potentially overburden the existing facilities. Construction of a new school within Spartan Keyes would alleviate many of the current circulation problems, prevent overcrowding of existing schools, and create a focus for neighborhood-oriented activities.

Action Steps:

- a. *Explore the Demand for and Feasibility of a New Elementary School* – The Department of Planning, Building and Code Enforcement (PBCE) should work with the San Jose Unified School District (SJUSD) to explore the feasibility of adding an elementary school within or near the Spartan Keyes neighborhood. Population growth anticipated with new infill housing should be considered.
- b. *Identify Potential Sites for a Neighborhood School* – The Planning Department should work with the SJUSD to identify sites within the Spartan Keyes area that would be suitable for a new elementary school.
- c. *Explore Sources for Funding a New School* – The City of San Jose should work with the San Jose Unified School District to identify potential sources of funding for a new school. Sources that should be considered include state programs, school district funds including required development fees which accrue to the District, grants, etc.

Lead Departments/Organizations:

Department of Planning, Building and Code Enforcement (a,b,c)
 Council Office (a,c)
 San Jose Unified School District (a,c)
 Neighborhood Organizations (a,c)

Timeframe:

Short Term: 0-3 years (a,b)
 Medium Term: 4-6 years (c)

Cost Estimates:

Development and Construction (land acquisition not included): \$20,000,000

10. Improve Martha Street as a Pedestrian/Bicycle Corridor

Issue:

Establishing a safe and aesthetically pleasing pedestrian and bicycle network will promote activity and enhance the livability of the neighborhood. Martha Street has been identified as one of the main Spartan Keyes pedestrian corridors due to its east-west connection between residential areas, public facilities, and proposed neighborhood parks and open space. Public right-of-way improvements should be installed to enhance the safety and comfort of pedestrians.

Action Steps:

- a. *Prepare a Pedestrian Corridor Improvement Plan* – The Department of Transportation (DOT), with input from the community, should establish design concepts for the entire length of Martha, from 1st Street to 12th Street. The design concepts should include sidewalk widths, tree species, other landscaping, crossing enhancements (including bulb outs, medians, and special crosswalks), appropriate signs, street furniture, bicycle facilities, and lighting styles as appropriate. Pedestrian corridor design should be coordinated with the pedestrian corridor improvements proposed in the *East Gardner Specific Plan*, and with new development to provide continuity between the *East Gardner* area and the greater Spartan Keyes neighborhood.
- b. *Prepare Design and Construction Plans* – The Department of Public Works (DPW) should prepare design and construction plans for pedestrian and bicycle oriented improvements along Martha Street per Action Step a.
- c. *Install Pedestrian and Bicycle Improvements* – DPW should install enhanced pedestrian and bicycle improvements. The City should require the installation of pedestrian and bicycle improvements as a condition of new development until the improvements are fully implemented. Street lights should be fully shielded so that light sources other than low-pressure sodium (LPS) may be installed.
- d. *Install Frontage Street Trees* – Per Action Step a, DOT should coordinate installation of approved shade trees along Martha Street. The City should require the installation and /or replacement of street trees as part of new development.

Lead Departments/Organizations:

Department of Transportation (a,d)
Department of Public Works (b,c)

Timeframe:

Short Term: 0-3 years (a,b,d)
Medium Term: 4-6 years (c)

Cost Estimates:

Engineering/Design & capital improvements: \$600,000

11. Improve Conditions of Streets and Sidewalks

Issue:

Improvement is needed in the condition of neighborhood streets, sidewalks, curb and gutters. Some neighborhood streets have cracks, dips, and faded lane striping, giving the area a run-down appearance. Sidewalks are cracked and uneven in some places and completely missing in others, adding to blight and impeding pedestrian circulation. Basic maintenance of streets and sidewalks is needed to enhance safety and improve neighborhood aesthetics.

Action Steps:

- a. *Evaluate Condition of Streets and Sidewalks* – The Department of Transportation (DOT) should work with the *Spartan Keyes Neighborhood Association* to evaluate the condition of streets and sidewalks within the area to determine where repairs and resurfacing are needed.
- b. *Repair Streets as Necessary* - Per Action Step a, DOT and the Department of Public Works (DPW) should coordinate the repair and resurfacing of streets as necessary.
- c. *Restripe Lanes and Crosswalks Where Necessary* - Once Action Step b has been completed, lane striping, crosswalks, and bike lanes should be repainted where necessary to improve visibility and reduce the conflict between vehicles and pedestrians.
- d. *Install and Repair Sidewalks as Necessary* - Per Action Step a, DOT and DPW should coordinate the repair and/or replacement of sidewalks as necessary. New sidewalks should be installed where missing to create a continuous sidewalk throughout the neighborhood. The City should require replacement of sidewalks as part of new development. New sidewalks should be at least 5' in width on residential streets, 6' in width along Martha Street, and 10-15' along Keyes Street.
- e. *Promote the Use of the City's Sidewalk Reimbursement Program on Single-Family Residential Streets* - Publicize and promote the use of the City's sidewalk reimbursement program to single-family and duplex owners, particularly where such sidewalk repair or replacement can be coordinated with a City or new development sidewalk project.

Lead Departments/Organizations:

Department of Transportation (a,b,d,e)

Department of Public Works (b,c,d)

Timeframe:

Short Term: 0-3 years

Ongoing

Cost Estimates:

Capital improvement costs to be determined

12. Increase Police Presence

Issue:

Spartan Keyes residents feel increased police presence is needed to deter loitering, drug related activity, and other anti-social behaviors. There have been concerns over the response time to resident complaints, especially with regard to drug-related transactions, prostitution, and related neighborhood disturbances. An increase in the number of regular police patrols and faster response to complaints has been recommended by the community in an effort to curb illegal activity within the neighborhood.

Action Steps:

- a. *Identify Key Neighborhood Issues* – Local SJPD officers should work with local residents to ascertain key neighborhood issues. Specific behaviors and locations should be identified in an effort to focus police patrols and supervision.
- b. *Perform Regular Neighborhood Patrols* – The SJPD should become a visible presence within the neighborhood through regular patrols and timely attention to community issues as identified in Action Step a.
- c. *Develop a Neighborhood Watch Program* - The Spartan Keyes Neighborhood Association should work with the SJPD to establish a Neighborhood Watch program within the Spartan Keyes neighborhood. Participants should meet regularly with law enforcement officers to update community issues and coordinate efforts between the two organizations.

Lead Departments/Organizations:

San Jose Police Department (a-c)

Timeframe:

On-going

Cost Estimates:

Staffing costs to be determined

13. Discourage Industrial Businesses in Existing and Planned Residential and Commercial Areas

Issue:

Residents are opposed to the expansion or new development of light or heavy industrial uses within the Spartan Keyes area. The long-term goal for the area is to establish a community with a variety of neighborhood-oriented land uses, including single and multi-family residential, a commercial corridor, live/work spaces, and community facilities. The light industrial and auto related uses within the East Gardner area and along Keyes Street are not consistent with the neighborhood vision and should be phased out of the area.

Action Steps:

- a. *Explore Policy Options* – Light and heavy industrial businesses should be encouraged in other areas of the city. The Department of Planning, Building and Code Enforcement (PBCE) should explore policy options for land use and economic development to promote the type of development desired by Spartan Keyes residents.
- b. *Promote Community Vision* – City actions and programs in this area should be consistent with the community's vision for the neighborhood. To enhance that outcome, the community should be fully included in the public review of any proposed projects or developments.

Lead Departments/Organizations:

Department of Planning, Building and Code Enforcement (a,b)

Timeframe:

On-going

Cost Estimates:

Staffing and outreach costs to be determined

14. Mitigate Overflow Parking from Spartan Stadium

Issue:

Overflow parking from Spartan Stadium events is a significant concern for local residents south of Keyes Street. Although overflow parking has always been a neighborhood issue, recent years have seen a marked increase in the number of events held at the stadium, exacerbating the problem.

Action Steps:

- a. *Prepare Neighborhood Parking Study* - The Department of Transportation (DOT) should work with the community and Spartan Stadium representatives to evaluate the volume and frequency of non-resident parking within Spartan Keyes. This study should reflect the criteria established in the city's Residential Parking Permit Program.
- b. *Evaluate Parking Control Measures* – Following Action Step a, DOT should determine the best methods for reducing non-residential parking within Spartan Keyes. These methods may include the establishment of permit parking areas, increased Code Enforcement, or temporary parking restrictions.
- c. *Implement and Maintain Residential Parking Controls as Appropriate* – Per Action Steps a and b, DOT should implement and maintain appropriate parking control measures to ensure adequate on-street parking for residents. Any control measures should accommodate parking for commercial businesses along Keyes Street.

Lead Departments/Organizations:

Department of Transportation (a-c)

Timeframe:

Short Term: 0-3 years

Cost Estimates:

Staffing and outreach costs to be determined

15. Improve Neighborhood Streetscapes

Issue:

Residents have expressed the desire to enhance the aesthetic quality of the neighborhood through streetscape improvements. Increased lighting would improve pedestrian safety, reduce anti-social behavior, street trees would add to property values, and enhanced pedestrian crosswalks would encourage neighborhood activity. Together these improvements would improve the quality of life for local residents.

Action Steps:

- a. *Evaluate Neighborhood Streetscapes* - The Department of Transportation (DOT) should work with residents to identify and prioritize streetscapes in need of infill street trees, lighting and enhanced pedestrian crossings. Focus should be given to streets outside of the East Gardner area, as these will not be improved in conjunction with new infill development.
- b. *Install Lighting* – Per Action Step a, lighting should be installed where appropriate to improve visibility and enhance pedestrian safety. Light fixtures should be mounted to provide illumination below tree canopies. Residents prefer pedestrian-scale ornamental lights; however, traditional “cobra-head” lights may be installed on existing power poles to solve immediate lighting concerns.
- c. *Install Street Trees* - Per Action Step a, the *Spartan Keyes Neighborhood Association* should work with the city arborist to install infill street trees in existing planting strips where appropriate. Dead or diseased trees should be evaluated by the city arborist and replaced as appropriate. Selected tree species should reflect the established neighborhood character and architecture.
- d. *Enhance Pedestrian Crossings* - Intersections within the primarily residential portions of the neighborhood should be evaluated to ensure proper visibility and safety for pedestrians. Where necessary, crosswalk striping and stop bars should be repainted and clearly defined.

Lead Departments/Organizations:

Department of Transportation (a-d)

Department of Public Works (b-d)

Timeframe:

Short Term: 0-3 years

Medium Term: 4-6 years

Cost Estimates:

Engineering/Design costs to be determined

Capital improvement costs to be determined

16. Improve Perception of Safety at Freeway Underpasses

Issue:

Interstate 280 bounds the neighborhood on the north, separating Spartan Keyes from Downtown, San Jose State University, and adjacent pedestrian destinations. Freeway undercrossings are long and not well lit and on- and off-ramp crossings are difficult, discouraging pedestrian circulation. In addition, easy access to Caltrans rights-of-way and on-street parking provides opportunities for anti-social behavior and “car camping,” creating an uncertain environment for pedestrians. Proposed improvements are intended to establish a secure walking environment and pleasing network from Spartan Keyes to greater San Jose.

Action Steps:

- a. *Improve Lighting at Freeway Undercrossings* – The Department of Transportation (DOT) should evaluate the lighting levels at the freeway undercrossings at Interstate 280. Additional pedestrian-oriented lighting should be installed where appropriate to enhance the perception of safety along pedestrian routes between Spartan Keyes and Downtown, San Jose State and Lowell Elementary School.
- b. *Enhance Pedestrian Crossings at Freeway On- and Off-Ramps* – DOT should consider enhanced pedestrian crosswalks and/or other measures to enhance safety and create a more pedestrian friendly environment at 7th Street/I-280, 10th Street/I-280 and 11th Street/I-280.
- c. *Restrict Access to Caltrans Right-of-Way* – DOT and PBCE should coordinate with Caltrans to install and maintain fences and barriers as appropriate to limit access to areas around and under freeways. Barriers should be attractive and allow controlled access for police patrols and sweeps. Landscaping and vegetation should be kept pruned and trimmed to eliminate hidden spaces along freeway easements.
- d. *Increase Homeless Sweeps* – The San Jose Police Department should increase the frequency of homeless sweeps and routine patrols of areas around and under freeways to discourage encampments and enhance the pedestrian environment. On-street parking should be restricted to prevent overnight “car camping” under the freeway.

Lead Departments/Organizations:

Department of Transportation (a,b,c)

Department of Planning, Building and Code Enforcement (c)

San Jose Police Department (d)

Timeframe:

Short Term: 0-3 years

Cost Estimates:

Engineering/Design costs to be determined

Capital Improvements costs to be determined

17. Establish Neighborhood Design Guidelines

Issue:

Residents feel strongly that renovations and new infill housing development should complement existing housing styles and blend with surrounding properties. Established residential design guidelines will help guide residential infill. However, there are no existing guidelines for the renovation and reuse of industrial buildings in the East Gardner area. Residents would like to have guidelines prepared which would deal with issues specific to Spartan Keyes, such as preservation of the concentration of original Victorian houses, maintenance of the industrial character of the East Gardner area, and the integration of the existing single-family neighborhood with new infill residential development.

Action Steps:

- a. *Establish Guidelines for New Development* – The Department of Planning, Building and Code Enforcement (PBCE) should develop a set of design guidelines for new development within the Spartan Keyes area. These guidelines should address building height, density, and architectural character for the range of development types encouraged. The guidelines should make recommendations for public open space and the incorporation of neighborhood supporting facilities within development projects. These guidelines would supplement the City's existing residential and commercial development guidelines.
- b. *Establish Guidelines for Building Conservation* – The Planning Department should develop guidelines for the renovation and reuse of industrial and historic buildings in Spartan Keyes focusing on the East Gardner area. These guidelines should address façade renovation, building materials, architectural character, and appropriate uses.
- c. *Establish Guidelines for Commercial Development and Renovation* – The Planning Department should develop guidelines for new commercial development and existing building renovation along Keyes Street. These guidelines should address architectural character, signage, and site development.

Lead Departments/Organizations:

Department of Planning, Building and Code Enforcement (a,b,c)

Timeframe:

On-going

Cost Estimates:

Staffing and outreach costs to be determined

18. Maintain/Improve Undeveloped Open Space

Issue:

There are several small open spaces owned by various public entities that should be beautified to improve neighborhood appearance. Most of these spaces are along the I-280 corridor within the Caltrans right-of-way. Others are City-owned parcels that have not been developed. Residents would like to establish a program that supports the planting of ornamental gardens and provides for regular maintenance.

Action Steps:

- a. *Provide Funding Assistance for Maintenance of Beautification Parcels* – The Department of Parks, Recreation and Neighborhood Services (PRNS) should work with local residents to secure funding for the maintenance of remnant open spaces that have been landscaped by local residents. Community members should identify desired improvements to assist City personnel in acquisition of funds.
- b. *Establish a Program for the Maintenance of Vacant City-Owned Properties* – General Services should establish a program for the maintenance of undeveloped city-owned properties. This program should include regular trash collection, weed abatement and landscape maintenance.

Lead Departments/Organizations:

Department of Parks, Recreation and Neighborhood Services (a)
General Services (b)

Timeframe:

On-going

Cost Estimates:

Staffing costs to be determined

Capital improvement costs to be determined

19. Encourage Neighborhood-Accessible Public Facilities

Issue:

Spartan Keyes suffers from a complete lack of neighborhood-accessible public facilities such as a school, park, library, and community center. One goal of the plan is to bring together the diverse and vibrant resident population to create a strong community. Public facilities not only provide needed services, but also function as gathering places where residents can interact and build upon shared interests.

Action Steps:

- a. *Identify Facilities Desired Within the Community* – The Department of Planning, Building and Code Enforcement (PBCE) should work with residents to identify and prioritize desired public facilities within the community. The City should assist residents in determining which projects would be most feasible considering financial and physical constraints.
- b. *Explore Opportunities for Development of Public Facilities* – Per Action Step a, PBCE should explore opportunities for the development of public facilities within Spartan Keyes. The City should study the feasibility of combining the development of public sector facilities with private sector projects.

Lead Departments/Organizations:

Department of Planning, Building and Code Enforcement (a,b)

Timeframe:

On-going

Cost Estimates:

Capital improvement costs to be determined

20. Improve Neighborhood Code Enforcement

Issue:

A key element of the *Neighborhood Plan* is the improvement and maintenance of neighborhood character. Residents would like to preserve existing single-family homes yet avoid overcrowding that can occur with illegal building additions and conversions. Community members would like abandoned and derelict vehicles parked on residential streets to be removed. These two efforts would greatly enhance neighborhood aesthetics and increase community pride.

Action Steps:

- a. *Increase Code Enforcement Budget and Personnel* – The Department of Planning, Building and Code Enforcement (PBCE) should evaluate current staffing levels of the Code Enforcement division. Budget increases should be considered to facilitate the hiring of additional personnel to better respond to the expressed needs of the SNI neighborhoods.
- b. *Perform Regular Sweeps for Building and Code Violations* – Code Enforcement officers should perform regularly scheduled neighborhood “sweeps” to identify persistent code issues. Efforts should be focused on vehicle abatement and building code violations. Officers should educate residents on current building codes and work directly with those in violation.

Lead Departments/Organizations:

Department of Planning, Building and Code Enforcement (a,b)

Timeframe:

On-going

Cost Estimates:

Staffing costs to be determined

21. Develop Former Southern Pacific Property

Issue:

The former Southern Pacific property is an abandoned site bounded by Humboldt Street, Alma Street, 4th Street, and 7th Street. Although it lies outside the SNI boundary, residents feel that it should be included as part of the Spartan Keyes area. Development of this property should support the overall vision for the future of the community as established in both the *Neighborhood Plan* and the *East Gardner Specific Plan*.

Action Steps:

- a. *Identify Possible Land-Uses* – The Department of Planning, Building and Code Enforcement (PBCE) should work with Spartan Keyes residents to identify potential land uses for the former Southern Pacific property. Consideration should be given to *Plan* recommendations for a neighborhood elementary school, public open space, and community facilities.
- b. *Create a Connection from Hollywood/Humboldt Area* – Development of the property should include the addition of a physical connection between the Hollywood/Humboldt area to the greater Spartan Keyes neighborhood. Emphasis should be placed on creating a safe and aesthetically pleasing pedestrian route.

Lead Departments/Organizations:

Department of Planning, Building and Code Enforcement (a,b)

Timeframe:

Long Term: 7-10 years

Cost Estimates:

Engineering/Design costs to be determined

Capital Improvement costs to be determined

22. Develop Trail Along Coyote Creek

Issue:

Coyote Creek runs through the Story Road Landfill at the eastern edge of the Spartan Keyes neighborhood. Residents would like to develop a trail along Coyote Creek that connects the neighborhood with existing and proposed open spaces in adjacent areas. Development of this trail segment should be coordinated with city-wide efforts to create a continuous pedestrian path along Coyote Creek. This item is also part of item #1 and is included here in the event that priority item #1 is not completely implemented.

Action Steps:

- a. *Study Feasibility of a Trail Along Coyote Creek* – The Department of Parks, Recreation and Neighborhood Services (PRNS) should study the feasibility of a trail along Coyote Creek through the Story Road Landfill. If environmental factors prevent a trail in this location, a pedestrian trail should be considered along the abandoned rail line.
- b. *Secure Funding for Trail Improvements* – Following action step a, PRNS should secure funding for the development of the Coyote Creek trail. Possible funding sources include the “Rails to Trails” program.
- c. *Prepare Construction Plans* - Per action step b, PRNS should coordinate the preparation of construction plans for the Coyote Creek trail. Trail segments within Spartan Keyes should be connected to the proposed city-wide trail system to create a continuous pedestrian path.
- d. *Construct Trail* - Following action step c, PRNS should coordinate the construction of the Coyote Creek trail.

Lead Departments/Organizations:

Department of Parks, Recreation and Neighborhood Services

Timeframe:

Short Term 0-3 years

Cost Estimates:

Engineering/Design costs to be determined

Capital Improvement costs to be determined

Action Plan Matrix (Listed in Priority Order)

	Neighborhood Improvement	Time Frame	Lead Departments	Potential Funding Source	City Service Areas
1	Develop Public Open Space at the Story Road Landfill	S/M	PBCE, PRNS	City Budget	RACS
1a	Assemble Required Technical Information	S	PBCE		
1b	Decision Required on Use of the Story Road Landfill for Open Space	S	PRNS		
1c	Prepare Park Master Plans	S	PRNS		
1d	Obtain Easements through the San Jose Water Company Site	S/M	PRNS		
1e	Prepare Coyote Creek Trail Master Plan	S/M	PRNS		
1f	Prepare Construction Drawings	S/M	PRNS		
1g	Secure Funding for Park and Trail Construction	S/M	PRNS		
1h	Bid and Contract the Project	S/M	PRNS		
1i	Construct the Park and Trail Improvements	S/M	PRNS		
2	Prepare and Implement Neighborhood Traffic Calming Plan	S	DOT, DPW	City Budget	TS
2a	Evaluate Neighborhood Traffic Patterns	S	DOT		
2b	Prepare Neighborhood Traffic Calming Studies	S	DOT		
2c	Install Traffic Calming Measures	S	DPW		
3	Improve the Keyes Street Streetscape	S/M	DOT, DPW, SJRA	General Fund, Redevelopment Fund	TS
3a	Prepare a Streetscape Improvement Plan	S	DOT, DPW		
3b	Evaluate Pedestrian Crossings	S	DOT		

3c	Install Enhanced Crossings	S	DPW		
3d	Install Frontage Street Trees	S	SJRA		
3e	Install Frontage Lighting	S	SJRA		
3f	Study the Feasibility of a Center Median	S	DPW		
3g	Construct a Center Median	M	SJRA, DPW		
3f	Establish Bike Lanes	S	DOT		
4	Revitalize and Attract Neighborhood Friendly Businesses Along Keyes Street	S	PBCE, SJRA	General Fund, Redevelopment Fund	EAND
4a	General Plan Amendments	S	PBCE		
4b	Rezone Selected Properties	S	PBCE		
4c	Make Property and Façade Improvements	S	SJRA		
4d	Help Strengthen and Retain Appropriate Existing Businesses	S	OED		
4e	Recruit New Business	M	SJRA		
5	Develop a Park in the East Gardner Area	S/M	PRNS	General Fund	RACS
5a	Acquire Land and Related Buildings for Park Development	S/M	PRNS		
5b	Prepare Park Plans	M	PRNS		
5c	Prepare Construction Drawings	M	PRNS		
5d	Secure Funding for Park Construction	M	PRNS		
5e	Prepare Bid Documents and Secure a Contractor	M	DPW		
5f	Construct the Project	M	DPW		

6	Develop Arts-Oriented Uses in the East Gardner Area	S	PBCE	General Fund	RACS
6a	Perform a Market Feasibility Study	S	SJRA, CAE		
6b	Complete the East Gardner Specific Plan	S	PBCE		
6c	Encourage Arts Related Uses	I/O	SJRA		
6d	Develop Arts Related Housing	S	Housing Department, SJRA		
6e	Consider Subsidies and Grants for Arts Related Projects	I/O	SJRA		
6f	Acquire the Historic American Can Company Building for Arts Related and Community Center Purposes	S/M	SJRA		
6g	Build Capacity of Neighborhood Arts Organization	O	SJRA, CAE		
7	Study and Mitigate Neighborhood Noise Levels	S/M	PBCE, DPW	City Budget	EAUS
7a	Complete Noise Analysis Along Interstate 280 and Neighborhood Truck Routes	S	PBCE		
7b	Map Potential Soundwall Locations	S	PBCE		
7c	Construct Soundwalls as Appropriate	M	DPW		
8	Improve Access to Elementary Schools	S	DOT	"Safe Routes to School"	PSS
8a	Identify Primary Pedestrian Routes to Local Schools	S	DOT		
8b	Identify Needed Improvements	S	DOT		
8c	Install Appropriate Route-to-School Pedestrian Improvements	S	DPW		
8d	Identify Improvements Needed at School Bus Stops	S	DOT		
8e	Install Appropriate Bus Stop Enhancements or Relocations	S	DOT		
9	Explore Opportunities for a Neighborhood Elementary School	S/M	PBCE	General Fund	EAND

9a	Explore the Demand for and Feasibility of a New Elementary School	S	PBCE		
9b	Identify Potential Sites for a Neighborhood School	M	PBCE		
9c	Explore Sources for Funding a New School	S			
10	Improve the Martha Street Corridor as a Pedestrian/Bicycle Route	S/M	DOT, DPW	General Fund	TS
10a	Prepare a Pedestrian Corridor Improvement Plan	S	DOT, DPW		
10b	Prepare Design and Construction Plans	S	DPW		
10c	Install Pedestrian and Bicycle Improvements	S	DPW		
10d	Install Frontage Street Trees	M	DOT/DPW		
11	Improve Condition of Streets and Sidewalks	S/O	DOT, DPW	City Budget	TS
11a	Evaluate Condition of Streets and Sidewalks	S	DOT		
11b	Repair Streets as Necessary	S/O	DOT, DPW		
11c	Restripe Lanes and Crosswalks Where Necessary	S/O	DPW		
11d	Install and Repair Sidewalks as Necessary	S/O	DOT/DPW		
11e	Promote the Use of the City's Sidewalk Reimbursement Program	S/O	DOT		
12	Increase Police Presence	O	SJPD	City Budget	PSS
12a	Identify Key Neighborhood Issues	O	SJPD		
12b	Perform Regular Neighborhood Patrols	O	SJPD		
12c	Develop a Neighborhood Watch Program	O	SJPD		
13	Discourage Industrial Businesses	O	PBCE	City Budget	EAND

13a	Explore Policy Options	O	PBCE		
13b	Promote Community Vision	O	PBCE		
14	Mitigate Overflow Parking from Spartan Stadium	S	DOT	General Fund	TS
14a	Prepare a Neighborhood Parking Study	S	DOT		
14b	Evaluate Parking Control Measures	S	DOT		
14c	Implement and Maintain Residential Parking Controls as Appropriate	S	DOT		
15	Improve Neighborhood Streetscapes	S/M	DOT, DPW	General Fund	TS
15a	Evaluate Neighborhood Streetscapes	S	DOT		
15b	Install Lighting Where Appropriate	M	DOT, DPW		
15c	Install Street Trees Where Appropriate	M	DOT, DPW		
15d	Enhance Pedestrian Crossings	S	DOT, DPW		
16	Improve Safety at Freeway Underpasses	S	DOT, PBCE, SJPD	General Fund, City Budget	PSS
16a	Improve Lighting at Freeway Undercrossings	S	DOT		
16b	Enhance Pedestrian Crossings at Freeway On and Off-Ramps	S	DOT		
16c	Restrict Access to Caltrans Right-of-Way	S	PBCE		
16d	Increase Homeless Sweeps	S	SJPD		
17	Establish Neighborhood Design Guidelines	O	PBCE	City Budget	EAND
17a	Establish Guidelines for New Development	O	PBCE		
17b	Establish Guidelines for Building Conservation	O	PBCE		

17c	Establish Guidelines for Commercial Development and Renovation	O	PBCE		
18	Maintain/Improve Undeveloped Open Space	O	PRNS, General Services	City Budget	RACS
18a	Provide Funding Assistance for Maintenance of Beautification Parcels	O	PRNS		
18b	Establish a Program for the Maintenance of Vacant City-Owned Properties	O	General Services		
19	Encourage Neighborhood-Accessible Public Facilities	O	PBCE	City Budget	EAND
19a	Identify Facilities Desired Within the Community	O	PBCE		
19b	Explore Opportunities for Development of Public Facilities	O	PBCE		
20	Improve Neighborhood Code Enforcement	O	PBCE	City Budget	PSS
20a	Increase Code Enforcement Budget and Personnel	O	PBCE		
20b	Perform Regular Sweeps for Building and Code Violations	O	PBCE		
21	Develop Former Southern Pacific Property	L	PBCE	City Budget	EAND
21a	Identify Possible Land Uses	L	PBCE		
21b	Create a Connection from Hollywood/Humboldt Area	L	PBCE		
22	Develop Trail Along Coyote Creek	S	PRNS	"Rails to Trails" program	RACS
22a	Study the Feasibility of a Trail Along Coyote Creek	S	PRNS		
22b	Secure Funding for Trail Improvements	S	PRNS		
22c	Prepare Construction Plans	S	PRNS		
22d	Construct Trail	S	PRNS		

I - Immediate: 0-18 months
S - Short Term: 1-3 years
M - Medium Term: 4-6 years
L - Long Term: 7-10 years
O - Ongoing

DES: Department of Environmental Services
DOT: Department of Transportation
DPW: Department of Public Works
PBCE: Department of Planning, Building & Code Enforcement
PRNS: Department of Parks, Recreation & Neighborhood Services
RDA: San Jose Redevelopment Agency
SJPD: San Jose Police Department
DPNA: Delmas Park Neighborhood Association

EAND: Economic and Neighborhood Development
EAUS: Environment and Utility Services
PSS: Public Safety Services
RACS: Recreation and Cultural Services
TS: Transportation Services